

THE GEORGE WASHINGTON UNIVERSITY
Washington, D.C.

MINUTES OF A REGULAR MEETING
OF THE FACULTY SENATE HELD ON
MARCH 8, 1991, IN LISNER HALL
ROOM 603

The meeting was called to order at 2:18 p.m., by Vice President French.

Present: President Trachtenberg, Vice President French, Registrar Gaglione, Parliamentarian Steinhardt, Berman, Divita, East, Garris, Griffith, Gupta, Harrington, Holmes, Infeld, Kahn, Keimowitz, Kenny, Kirsch, Moore, Park, Parke, Parrish, Robbins, Robinson, Schiff, Spanogle, Trangsrud, Vontress, Yezer, and Ziolkowski

Absent: Burdetsky, Friedenthal, Giordano, Gross, Handorf, Leonard, Rycroft, and Walker

APPROVAL OF MINUTES

The minutes of the regular meeting of February 8, 1991, were approved as distributed.

RESOLUTIONS

RESOLUTION 90/13, "A RESOLUTION ON PRINCIPLES GOVERNING THE UTILIZATION OF REGULAR, ACTIVE-STATUS, NON-TENURE-ACCRUING FACULTY POSITIONS"

On behalf of the Special Committee on Utilization of Regular, Active-Status, Non-Tenure-Accruing Appointments, Professor Peter B. Vaill, Chair, said that Resolution 90/13 and the accompanying Report comes to the Senate with a strong consensus of all members of the Committee, which reflects the advice it received from various people that the Committee polled, including all the deans of the schools and college. The deans' comments in all cases were seen by the Committee to be quite even-handed in balancing the needs of the University and the schools and colleges with the rights, privileges and needs of individual faculty members in non-tenure-accruing appointments. In Professor Vaill's opinion, perhaps the most useful thing the Committee has done, from a long-range point of view, was to put down on paper for public affirmation the conditions under which non-tenure-accruing faculty appointments ought to be utilized. He then reviewed the principles set forth in the Report and explained the table attached thereto.

Professor Vaill noted that there was no indication within the Committee nor in the commentary received from the deans that this proposal represents an erosion of standards, but rather that there are genuine needs for non-tenure-accruing positions which would not undercut the traditional protection of academic freedom which the tenure system provides. Professor Vaill then expressed his thanks to the members of the Special Committee for their faithful service, and offered to answer any questions.

Professor Kahn noted that the Report essentially presented a snapshot of the current situation since the summer of 1990, and he inquired whether the Special Committee looked at the historical development of it. Professor Vaill replied that the Committee did not do this; however, the Senate in fact has reports on a number of previous task forces and study groups which did look at this question. It was his understanding that the first utilization of non-tenure-accruing faculty appointments dates from the late 70's. From the statistics provided by Rice Hall, Professor Vaill said that it didn't appear that the situation was changing in any dramatic way. The Committee did think, however, that some clarification in the utilization of these appointments needed to be made so that administrators could act more consistently with each other and in conformity with the policy guidelines of the Senate.

Professor Yezer asked if the Committee found one single case of a non-tenured faculty who was currently employed here in a way inconsistent with the eleven principles set forth in the Report. Professor Vaill responded that the Committee did not because it was specifically counseled not to look into the merits of any particular case that might exist today on campus although he did think that there were cases where non-tenured faculty members on campus felt that they are being held responsible for all the same things that tenured and tenure-accruing faculty members in the departments are held responsible for. Professor Yezer said that he had difficulty in voting on this resolution unless he had some idea of how large a number of non-tenured faculty that might be.

Professor Griffith explained that the intention of the Executive Committee in proposing the establishment of this Special Committee was to separate the problem of those faculty members who are already employed by the University in a non-tenure-accruing category from the problem of people who are yet to be appointed in this category. He said that he realized that this is a somewhat artificial distinction, because if the Senate approves some future utilization of that category which is inconsistent with the way we have used it before, this may pose problems in trying to resolve the situation with the existing faculty in non-tenure-accruing status, but this seems a cost worth bearing. With regard to the history of this situation, Professor Griffith explained that the

Senate was asked in 1977 to approve non-tenure-accruing appointments because at that time the University was approaching the point where it would have a completely tenured faculty. The Senate reluctantly agreed to that and now we have a very large number of non-tenured faculty. Along with this process, there was a procedure of converting slots from non-tenure-accruing appointments to tenure-track over time. As faculty retired or as vacancies opened up, tenure slots opened up which were in many cases given back to the department and the department would then reallocate the tenure slot. The process of conversion was stopped two and one-half years ago when President Trachtenberg came in, and we have not been able to reinstitute it for a variety of reasons. Professor Griffith said that the situation which currently exists is that many people in non-tenure-accruing appointments see themselves as exactly comparable to tenured faculty in their departments or their schools with respect to the qualifications they presented when hired, the responsibilities they assumed when appointed, and the standards to which they are held. There are many other people who are not in a parallel position, but there is no discrimination from the standpoint of the University as to that situation. If this report were to be adopted, it would clearly identify non-tenure-accruing positions as a special category to be governed by special considerations.

Professor Garris expressed his concern about what affect this resolution, if adopted, would have on the 196 faculty members currently in the non-tenure-accruing category. Professor Vaill explained that of the 196 non-tenure-accruing positions, 10 were in the National Law Center and 110 were in the Medical Center for a total of 120. Those appointments were made with a great deal of careful thought as to their definition, compensation, and evaluation. Of the 76 non-tenure-accruing positions left, Professor Vaill said that he suspected there was a significant percentage of faculty who understood why they had non-tenure-accruing appointments. There may be a small percentage who are in an uncertain status, i.e., who don't see the reason why they are in non-tenure-accruing positions and feel that they ought to be in tenure-accruing positions. However, Professor Vaill said that he did not perceive this resolution as something that would activate grievances because the Committee did not find a lot of evidence of arbitrary or capricious use of the non-tenure-accruing appointment category. Vice President French confirmed the fact that a significant number of the 76 non-tenure-accruing appointments were contract arrangements based on external funding which offered no certainty about continuance beyond the life of the contract. He said that the number of faculty remaining in the pool of non-tenure-accruing positions hired prior to 1985 and who would consider themselves candidates for conversion to tenure-accruing appointments is below 20.

Professor Robbins noted that in Columbian College there were several examples where non-tenure-accruing faculty have been in limbo concerning tenure for many years, and he asked whether the Committee found any anecdotal evidence of such cases since that appeared to be the problem the Senate was trying to solve. Professor Vaill replied that the Committee had received only one letter from a professor who thought that he was promised a tenure-accruing appointment conversion but year after year the switch-over has been postponed; however, the Committee did hear of a number of such cases anecdotally. Dean Kenny pointed out that of the 20 positions mentioned by Vice President French, 16 or 17 were in Columbian College. Professor Griffith said that with regard to the numbers, the data he looked at for the past two years indicated that there were approximately 50 non-tenure-accruing positions held by faculty who have been here 5 years or more. The longest lived has been in this category for 10 years, so that it was not just one or two people but a substantial number of people left in this position.

Professor Griffith then moved the following two amendments:

- (1) In the first sentence of the RESOLVING clause, the word "future" to be added after the word "regarding," so that the sentence would read: "That the Faculty Senate adopt the Committee's principles regarding future utilization of regular, active-status, non-tenure-accruing faculty appointments"
- (2) In the second sentence of Principle No. 1, the word "fully" to be inserted between the words "held" and "accountable" so that the sentence would read: "1. As a general principle, all regular active-status appointments in which the incumbent is held fully accountable for all of the professional responsibilities listed in Article III of the Faculty Code should be tenured or tenure-accruing appointments."

He explained that the first amendment would make it clear that this resolution basically recommends how non-tenure-accruing positions will be used in the future. The second amendment is intended to make clear that, while regular non-tenure-accruing faculty probably may not be exempted from "all of the professional responsibilities listed in Article III," some difference may be envisioned in the level of accountability in different areas. The amendments were seconded. Professor Vaill accepted the amendments on behalf of the Special Committee.

Professor Park pointed out that if the University were in a situation where it faced intolerable circumstances such as an extended demographic slump or an extended economic turndown in the national economy, it may not be able to hire people on a non-

tenure basis since it was not confident that it could roll these people over into tenured positions in the future. In that case, the University would have to hire them as tenure candidates and then deny this tenure because of financial constraints. Professor Park said that this would, in effect, limit the flexibility of the University in planning for academic positions. Professor Vaill replied that the resolution doesn't authorize the University to relax its hiring standards because it was in a financial crunch or the demographics have changed with respect to the applicant pool, and he did not agree that this would limit the flexibility of the University.

Further discussion followed by Professors Robinson, Kirsch, Vaill, and Griffith.

In order to bring Principle No. 5 into line with Principle No. 7 and Principle No. 8, Professor Park moved to amend the first sentence of Principle No. 5 by adding the phrase "or for important budgetary considerations approved by the Vice President for Academic Affairs," after the word "School," so that the same would read:

- "5. Utilization of regular, non-tenure-accruing appointments should be for a defined, public purpose within the teaching, research, and service mission of a Department, College, or School, or for important budgetary considerations approved by the Vice President for Academic Affairs."

The motion was seconded. Professor Park explained that this amendment would give the University the planning flexibility it needs as recognized in Principles No. 7 and No. 8.

Professor Yezer pointed out that there were different ways institutions can deal with fluctuating demand. One is allowing the level of employment to fluctuate up and down; the other is to allow fluctuations in wage. The spirit of the resolution was coming down on the side of wage fluctuation while the spirit of the amendment was on the side of employment fluctuation. Professor Yezer indicated he preferred wage fluctuation.

Discussion of the Park amendment continued by Professors Griffith, Park, Vaill, Gupta, and Kahn. The question was called, and the Park amendment failed.

Professor Griffith moved to amend the second sentence of Principle No. 5 by inserting the phrase "the dean and the faculty of" before the words "the unit," so that the same would read:

- "5. Reasons for such use should be made explicit by the dean and the faculty of the unit, including criteria and processes for appointment, reappointment, and promotion."

The motion was seconded. Professor Griffith explained the reason for this amendment is that Faculty Code procedures already establish the requirement that each school is to establish a committee to allocate tenure and non-tenure-accruing slots in the school. The business of defining, allocating and setting appointment, reappointment, and promotion processes for these positions is a responsibility of the faculty, as well as the deans, and this amendment attempts to make that requirement more explicit. The "faculty" of the unit would normally refer to either the faculty of the department or the faculty of the school if it is a non-departmentalized school. The question was called, and the Griffith amendment was carried.

The question was called on the original motion, as amended, and Resolution 90/13, as amended, was adopted. (Resolution 90/13, as amended, is attached.)

At this point, Vice President French turned the Chair over to President Trachtenberg who had arrived during the discussion of Resolution 90/13.

INTRODUCTION OF RESOLUTIONS

Professor Griffith, on behalf of the Executive Committee, asked for consent of the Senate to introduce a resolution to change the date of the May Senate meeting from May 3rd to May 10th. He explained that the May Senate meeting in the past was set on the first Friday of May before Commencement on the following Sunday. This year the date of graduation has been changed to May 12th, opening up the possibility of having the Senate meet on the second Friday of May instead. There were no objections to the introduction of this resolution. Professor Griffith then moved that the date of the May Senate meeting be fixed for May 10, 1991. The motion was seconded and carried.

REPORT ON FACULTY SALARIES BY PROFESSOR ARTHUR D. KIRSCH ON BEHALF OF THE COMMITTEE ON APPOINTMENT, SALARY AND PROMOTION POLICIES, INCLUDING FRINGE BENEFITS

Professor Kirsch presented a two-part report on faculty salaries, the first part representing the Appointment, Salary and Promotion Policies Committee, and the second part representing Professor Kirsch's own brief remarks.

On behalf of the ASPP Committee, Professor Kirsch provided background information about faculty salaries which resulted in the adoption of Faculty Senate Resolution 87/1 concerning faculty salaries. This resolution, he said, requested that the University work towards achieving an overall 80 percentile AAUP average salary rating at each rank, and that no school or college should be at less than the 60 percentile. President Elliott, as outgoing President, declined to act upon this resolution. An update of data relating to Resolution 87/1 was presented at the September 23, 1988, meeting of the Senate to reinforce the ASPP Committee's desire to have this resolution acted upon by the new President as soon as possible. Professor Kirsch then highlighted the statistical data previously distributed to the Senate which reflected faculty salaries as reported to the AAUP for 1990-91 which included the average salaries for the "market basket" schools, comparisons with local universities, and the distribution of ranks in the "market basket" schools. As this data reveals, he said, GW has not improved its position with regard to faculty salaries, but rather its ranking has declined. To infer that the reason for this problem is that the University has a heavily high-ranked faculty was very misleading and needed to be looked at on a school-by-school basis. Professor Kirsch said that the ASPP Committee wished to reaffirm that Resolution 87/1 was adopted by the Senate and requests that a response by the President be made as to his acceptance or non-acceptance of this resolution.

Professor Kirsch then presented his brief remarks. He noted that he had served for two terms on the Budget Advisory Team during which time the first high increases in student tuition were announced. He recalled that it was made very clear at these meetings that there were only two areas of high priority which justified the increases in tuition. These two areas were: (1) additional resources for student aid and (2) direct additional support for faculty salaries. Professor Kirsch said, to his knowledge, this was not done, and while events have hit hard at this University, certainly other universities have these problems too, and he wondered why GW has done so poorly.

Vice President French noted that he and Professor Kirsch have had several discussions working from the same data presented to the Senate; however, the Vice President said that he would like to offer another perspective on what GW's experience has been. Between the two most recent fiscal years, excluding the Medical Center, there was an increase of 20 new regular faculty positions which cost the University almost \$900,000 to fund. Also between those two years, 17 full professors left the University, and we have 13 new full professors by virtue of promotion or by hiring distinguished senior new colleagues. The University paid those 13 new full professors at a rate of 16.8% more than the professors whom they replaced. So, even though there was only a 6% increase to show for continuing regular faculty, the University's total faculty salary expenditure increased by 8.6% this past year. In terms of the composite average salaries in the market-basket schools, this then places GW exactly in the median. Vice President French said that if GW wanted to be at the median of the market basket, not only in terms of the average salary or the overall composite salary, there would be two ways to achieve that goal. One quick way would be to add \$1.4 million to the \$2.6 million faculty expenditure of last year. This would not be feasible, reasonable, or possible. The other way would be to reduce the number of full professors by 16, associate professors by 1, and assistant professors by 6. Vice President French said that the administration and the faculty will have to work together very carefully if this problem is to be brought under control.

A discussion followed by Professors Yezer and Kirsch, and Vice President French. President Trachtenberg pointed out that the Faculty Senate can pass resolutions and he can endorse them, but the University still has only a certain amount of dollars to distribute and a choice has to be made. If, in fact, we are going to be adding continually to the pool of faculty, it is clear that unless we increase the number of dollars dramatically, the average salary is going to stay relatively constant or decrease. It's true that tuition was increased, but the number of students decreased. The scholarship pool went up significantly in order to continue to get a fair share of the market-place and moreover to attract higher quality students which the University is clearly doing. The President said that one of the things we are going to have to study very closely, perhaps department-by-department and school-by-school, is the ratio of faculty to students. He said that he would be delighted if the Faculty Senate would look at that issue in order to help the administration spend the dollars to try to get closer to the goals stated by Professor Kirsch in his report.

Professor Griffith said that, if the defense of the performance of the University with regard to compensation of faculty is that the University is appointing more faculty and therefore distributing the salary dollars over a larger group, it seemed to him that although faculty do originate recommendations in departments and schools for adding new faculty, at no point do the faculty have any say about whether or not those hires are actually made. Somebody other than faculty makes a decision whether a request to hire new faculty will be granted or not. There isn't a mechanism by which the faculty can help the administration address this problem because the faculty are completely excluded from this kind of decision-making process. Professor Griffith said that if there is going to be a development of a new budgeting process in the University as a result of the last report of BAT, then it seemed to him that this is exactly the kind of issue which needs to be discussed.

REMARKS BY PRESIDENT TRACHTENBERG CONCERNING FACULTY SALARY INCREASES FOR 1991-92

The President said that letters will be sent out next week informing continuing faculty that their appointments will be continued and that their salaries and compensation for the coming year will be no less than in the current year. However, the announcement of any increase above this year's salary is being deferred for a brief period, no later than June 1st. By waiting this period of time, raises might be more generous since the administration will know more about next fall's enrollment and the economic outlook, as well as fund-raising activities. If a decision were to be made now on raises, he said they would be compromised by the need for prudence and caution.

Professor Divita asked if there was any comparable action being taken with respect to new hires, and Vice President French replied that new hires have not been made contingent. Professor Divita responded that, in effect, what is being followed then is a policy which places the burden on current faculty, whereas new faculty would come off "scot-free" and he thought it conceivable that new hires could be put on hold. Vice President French explained that of the 70 new searches he has authorized, a number of them are contingent upon contracts coming through either federal research installations or other agencies. He said that the administration has not been talked into the full 70 new hires, and it could pull back from those if conditions warranted. Professor Gupta commented that he would like reassurance that there is going to be more than "zero" raises, and President Trachtenberg replied that the deans have received their raise instructions and some percentages are built into their deliberations. He said that essentially they can give raises from zero to 10 percent to individuals as long as the pool of dollars they distribute does not

exceed that awarded to the individual school or college.

Professor Trangsrud asked how this will affect non-faculty salaries. The President replied that the administration tries very hard to keep comparability between faculty and staff in order to inhibit the possibility of unionization among staff because they want them to feel that they are being moderately well-protected by doing the same for them as we do for faculty. Vice President French pointed out that the Vice Presidents are engaged in a very rigorous review of non-faculty staff ratios with an eye to savings on the compensation for non-faculty staff. This review, he said, was not on one side of the house by any means; in fact, it was more rigorous in the non-academic units of the University than in the academic ones.

GENERAL BUSINESS

I. NOMINATION FOR ELECTION OF NOMINATING COMMITTEE FOR THE EXECUTIVE COMMITTEE FOR THE 1991-92 SESSION

On behalf of the Executive Committee, Professor Griffith nominated the following faculty for election to the Nominating Committee: Professors Mary M. Cheh, Convener (Law); Robert J. Harrington (SEAS); Donna L. Infeld (SBPM); Dorothy A. Moore (SEHD); Alvin E. Parrish (Medical); and Robert W. Rycroft (CCAS).

No nominations were made from the floor and the entire slate was elected unanimously.

II. NOMINATION FOR ELECTION OF CHAIR OF THE COMMITTEE ON PHYSICAL FACILITIES

On behalf of the Executive Committee, Professor Griffith nominated Professor Salvatore F. Divita as Chair of the Committee on Physical Facilities to replace Professor Murphree, who resigned. The nomination was approved.

III. REPORT OF THE EXECUTIVE COMMITTEE

On behalf of the Executive Committee, Professor Griffith reported on the following items:

(1) A grievance has been received from a faculty member in the College of Arts and Sciences. The Executive Committee, under Procedures for Implementation of Article X of the Faculty Code, Section E.2.b), has appointed Peter P. Hill, Professor of History, to serve as a mediator to try to resolve this dispute.

(2) At the February meeting, the Senate approved the nomination of two Board of Trustee members, unnamed, for election to the Committee on Honors and Academic Convocations. The names of these Trustees have now been received and they are Patricia D. Gurne and Charles T. Manatt.

(3) The Chair of the Executive Committee was asked to name a representative of the Senate to a Committee to review the University's relationship to the Hatchet. Jean Folkerts, Professor of Journalism, agreed to serve on this Committee.

(4) Nominations of faculty for appointment to Administrative Committees will be made by the Executive Committee at its next meeting.

(5) Annual Reports for Standing Committees are due on or before the May 10th Senate meeting. The May meeting is the first meeting of the new term of the Faculty Senate.

(6) The next meeting of the Executive Committee is March 29th to set the agenda for the April 12th Senate meeting. All Chairs of Standing Committees are asked to send any business for the April agenda to the Executive Committee in advance of March 29th.

BRIEF STATEMENTS

Professor Berman, Chair of the Research Committee, said that the Committee has prepared a resolution on the distribution of indirect costs from sponsored research grants. He then distributed copies of the resolution to the Senate, asking that any comments about it be sent to him before the April Senate meeting.

President Trachtenberg paid tribute to GW's basketball team for its valiant fight against Penn State for the Atlantic 10 Championship.

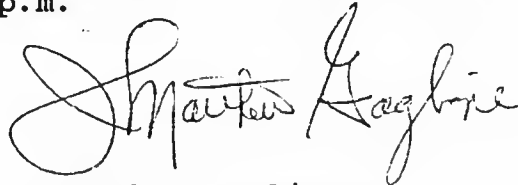
The President then spoke of his concern about the two recent incidents on campus, one concerning interaction of University security officers with a black law student, and the other concerning an attack upon a young woman in Funger Hall. He said that the University was working as diligently as possible to resolve these matters.

Professor Griffith called attention to an Interim Report from the University and Urban Affairs Committee distributed earlier by Professor Holmes, Chair. As indicated in the report, the Committee sponsored a reception for the new political leadership in the District. This event was arranged with the help of Dwight S. Cropp, Special Assistant for Public Affairs, and Brunetta Wolfman, Associate Vice President for Academic Affairs, and it produced an

extraordinary turnout of the D.C. political leadership who indicated that they would welcome any kind of assistance from the University to help with the many problems the District faces. Professor Griffith said that this meeting was one of the most hopeful developments that he has seen in a good while in terms of the relationship between the University and the District. (Interim Report is attached.)

ADJOURNMENT

Upon motion made and seconded, President Trachtenberg adjourned the meeting at 4:13 p.m.

A handwritten signature in cursive script, reading "J. Matthew Gaglione". The signature is written in dark ink and is positioned above the printed name and title.

J. Matthew Gaglione
Registrar

A RESOLUTION ON PRINCIPLES GOVERNING THE UTILIZATION OF
REGULAR, ACTIVE-STATUS, NON-TENURE-ACCRUING-FACULTY POSITIONS (90/13)

WHEREAS, a Committee on the Use of Regular, Active Status, Non-Tenure-Accruing Faculty Appointments was established by Faculty Senate Resolution 89-5, composed of four members appointed by the Senate Executive Committee, four members appointed by the Vice President for Academic Affairs with a ninth member mutually appointed as Chair; and

WHEREAS, this Committee was charged with reviewing patterns of utilization of regular non-tenure-accruing appointments and making such recommendations as it saw fit for the improvement of the use of this employment category, with it understood that the Committee was not expected to investigate or make recommendations on any currently pending cases involving questions of the status of a non-tenure-accruing appointment; and

WHEREAS, the Committee met five times in 1990-91 and conducted wide ranging discussions of the various issues connected with non-tenure-accruing appointments, including consideration of written commentary from the Deans or their representatives, examination of frequencies of use of this employment category, and written and oral comments from faculty holding these appointments; and

WHEREAS, the Committee developed over the course of these deliberations a clear consensus regarding the principles that ought to govern utilization of regular, non-tenure-accruing faculty appointments while protecting the interests of the University, the Faculty, and individual appointees to such positions, and was able to express these principles in a series of propositions to guide future use of this faculty employment category; NOW, THEREFORE

BE IT RESOLVED BY THE FACULTY SENATE OF THE GEORGE WASHINGTON UNIVERSITY:

That the Faculty Senate adopt the Committee's principles regarding future utilization of regular, active-status, non-tenure-accruing faculty appointments, the principles being as follows:

1. As a general principle, all regular active-status appointments in which the incumbent is held fully accountable for all of the professional responsibilities listed in Article III of the Faculty Code should be tenured or tenure-accruing appointments.

2. Non-tenure-accruing appointments should not be employed as equivalent substitutes for appointments in the "limited service," "visiting," or "research staff" categories. Informal, expedient, stop-gap use of non-tenure-accruing appointments should be avoided.
3. The needs and modes of use of the regular non-tenure-accruing appointment category vary among the Schools and Colleges and will continue to do so. The needs and modes of use spelled out by any given unit in response to Principle (5) below should be respected. University-wide rules detailing exactly when and how this employment category may be used should be avoided.
4. Utilization of a regular non-tenure-accruing appointment is appropriate where the duties of a full-time faculty position are (1) substantially narrower in scope than described by Article III of the Faculty Code, and/or (2) are significantly different from the duties in Article III, and/or (3) are not such that the University can make a permanent, "hard money" commitment to the position. If reason (3) is the primary reason for originally designating a position non-tenure-accruing, then the position should be seriously considered for conversion to tenure-accruing after seven years, unless by Principle (3) above a School or College has a unique situation requiring continuance of the non-tenure-accruing designation.
5. Utilization of regular, non-tenure-accruing appointments should be for a defined, public purpose within the teaching, research, and service mission of a Department, College, or School. Reasons for such use should be made explicit by the dean and the faculty of the unit, including criteria and processes for appointment, reappointment, and promotion. Salary policies and other perquisites should be made as explicit for the non-tenure-accruing positions as they are for the tenure-accruing positions. A conversion of a non-tenure-accruing to a tenure-accruing position shall be deemed the creation of a new position for which normal search procedures will be conducted. A holder of a non-tenure-accruing appointment should have the right to apply for the new position should it be converted to tenure-accruing status.
6. Emergency use of a non-tenure-accruing appointment in a way inconsistent with (4) and (5) above should not continue for more than one academic year beyond the academic year in which it occurs.
7. The University has legitimate needs for flexibility in its faculty resources, and these needs for flexibility will probably increase. This legitimate need for flexibility should not, however, result in an erosion of the tenure system or the principles of academic freedom that it serves.
8. The University's needs for flexibility may be served in a variety of ways other

than increasing the proportion of non-tenure-accruing to tenure-accruing appointments. These ways include (1) maintaining the highest academic standards for the awarding of tenure; (2) being sure that tenure is awarded only after the most careful and deliberate consideration; (3) increasing the attention paid to faculty development and renewal and the funding this requires; (4) making part-time appointments more materially attractive; and (5) enforcing more firmly the provisions of the Code that govern termination of faculty tenure for persistent failure to discharge one's faculty responsibilities.

9. Article X of the Faculty Code, "Rights, Privileges, and Resolution of Disputes under this Code," should be seen to apply equally to faculty members with non-tenure-accruing appointments as it does to faculty members with tenure and tenure-accruing appointments.
10. Appropriate Appointment, Promotion, and Tenure Committees at the Department and School levels should regard non-tenure-accruing full-time appointments as falling within their purview. They should play an active role in implementing these principles, especially with respect to maintaining a climate of fairness and collegiality within faculties composed of both tenure-accruing and non-tenure-accruing positions.
11. The Faculty Senate and the Vice President for Academic Affairs should periodically review trends and issues connected with non-tenure-accruing appointments, such as the evolution of new academic and quasi-academic faculty roles, experiments on other campuses with alternatives to the tenure system, and the impact of the abolition of the mandatory retirement age.

Special Committee on Utilization of Regular, Active-Status,
Non-Tenure-Accruing Appointments
January 23, 1991

Adopted, as amended, March 8, 1991

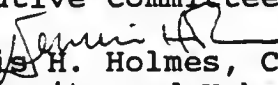


DEPARTMENT OF EDUCATIONAL LEADERSHIP

MEMORANDUM

March 1, 1991

TO: William B. Griffith, Chair
Executive Committee of the Faculty Senate

FROM:  Dennis H. Holmes, Chair
University and Urban Affairs Committee

RE: Interim Report from the University and Urban Affairs Committee

The University and Urban Affairs Committee (Committee) has identified several tasks to be accomplished during the current calendar year that are designed to facilitate and promote opportunities for faculty involvement in the affairs of our community. One important task is to carry out a series of meetings with community and city leaders in an effort to better understand the kinds of problems for which elected and appointed leaders seek expertise and assistance from GWU faculty. These meetings also will provide the Committee with opportunities to identify the barriers that inhibit these leaders from turning to GWU faculty when they seek help.

One such meeting has already taken place with Mayor Sharon Pratt Dixon, Council members Linda Cropp, William Lightfoot, Brigid Quinn, Chief of Staff for Council Chairman John Wilson, R. David Hall, President of the School Board, Karen Shook, member of the School Board, George Benjamin, Commissioner of Public Health, plus several key members of the Mayor's cabinet.

A second meeting is planned for later this spring, which will include leaders of Washington, D.C. metropolitan area cultural institutions (i.e., museums directors, heads of performing arts organizations, and recreation and sports officials). A third meeting will be held in September with representatives of grass roots political organizations and local community groups (i.e., Advisory Neighborhood Commissions, ad hoc groups).

In addition to conducting this series of meetings, the Committee also intends to carry out a set of focus group interviews with representative faculty members as a mechanism to identify the types of incentives needed to encourage GWU faculty to become more involved in community affairs. These focus group interviews will be held in September, 1991.

The Committee will prepare a report of its findings for submission to the Faculty Senate by November 1991. In addition to a discussion and analysis of the information obtained from the data collection efforts discussed above, the Committee intends to make specific recommendations to the Senate and, if appropriate, to the University administration regarding specific steps that might be taken to stimulate increased faculty involvement in community affairs.

THE GEORGE WASHINGTON UNIVERSITY
Washington, D.C.

The Faculty Senate


February 25, 1991

The Faculty Senate will meet on Friday, March 8, 1991, at 2:10 p.m., in Lisner Hall 603.

AGENDA

1. Call to order
2. Approval of the minutes of the regular meeting of February 8, 1991
3. Resolutions:

A RESOLUTION ON PRINCIPLES GOVERNING THE UTILIZATION OF REGULAR, ACTIVE-STATUS, NON-TENURE-ACCRUING FACULTY POSITIONS (90/13) with accompanying Report, Professor Peter B. Vaill, Chair, Special Committee on Utilization of Regular, Active-Status, Non-Tenure-Accruing Appointments (Resolution 90/13 and Report attached)
4. Introduction of Resolutions
5. Report on Faculty Salaries by Professor Arthur D. Kirsch on behalf of the Committee on Appointment, Salaries and Promotion Policies, including Fringe Benefits (Report attached)
6. Remarks by President Trachtenberg concerning faculty salary increases for 1991-92
7. General Business:
 - (a) Nomination for election of the Nominating Committee for the Executive Committee for the 1991-92 Session: Professors Mary M. Cheh, Convener (Law); Robert J. Harrington (SEAS); Donna L. Infeld (SBPM); Dorothy A. Moore (SEHD); Alvin E. Parrish (Medical); and Robert W. Rycroft (CCAS)
 - (b) Nomination for election of Professor Salvatore F. Divita as Chair of the Committee on Physical Facilities to replace Professor Murphree, who resigned
 - (c) Report of the Executive Committee: Professor William B. Griffith, Chair
8. Brief Statements
9. Adjournment



J. Matthew Gaglione
Registrar

A RESOLUTION ON PRINCIPLES GOVERNING THE UTILIZATION OF
REGULAR, ACTIVE-STATUS, NON-TENURE-ACCRUING-FACULTY POSITIONS (90/13)

WHEREAS, a Committee on the Use of Regular, Active Status, Non-Tenure-Accruing Faculty Appointments was established by Faculty Senate Resolution 89-5, composed of four members appointed by the Senate Executive Committee, four members appointed by the Vice President for Academic Affairs with a ninth member mutually appointed as Chair; and

WHEREAS, this Committee was charged with reviewing patterns of utilization of regular non-tenure-accruing appointments and making such recommendations as it saw fit for the improvement of the use of this employment category, with it understood that the Committee was not expected to investigate or make recommendations on any currently pending cases involving questions of the status of a non-tenure-accruing appointment; and

WHEREAS, the Committee met five times in 1990-91 and conducted wide ranging discussions of the various issues connected with non-tenure-accruing appointments, including consideration of written commentary from the Deans or their representatives, examination of frequencies of use of this employment category, and written and oral comments from faculty holding these appointments; and

WHEREAS, the Committee developed over the course of these deliberations a clear consensus regarding the principles that ought to govern utilization of regular, non-tenure-accruing faculty appointments while protecting the interests of the University, the Faculty, and individual appointees to such positions, and was able to express these principles in a series of propositions to guide future use of this faculty employment category; NOW, THEREFORE

BE IT RESOLVED BY THE FACULTY SENATE OF THE GEORGE WASHINGTON UNIVERSITY:

That the Faculty Senate adopt the Committee's principles regarding utilization of regular, active-status, non-tenure-accruing faculty appointments, the principles being as follows:

1. As a general principle, all regular active-status appointments in which the incumbent is held accountable for all of the professional responsibilities listed in Article III of the Faculty Code should be tenured or tenure-accruing appointments.

2. Non-tenure-accruing appointments should not be employed as equivalent substitutes for appointments in the "limited service," "visiting," or "research staff" categories. Informal, expedient, stop-gap use of non-tenure-accruing appointments should be avoided.
3. The needs and modes of use of the regular non-tenure-accruing appointment category vary among the Schools and Colleges and will continue to do so. The needs and modes of use spelled out by any given unit in response to Principle (5) below should be respected. University-wide rules detailing exactly when and how this employment category may be used should be avoided.
4. Utilization of a regular non-tenure-accruing appointment is appropriate where the duties of a full-time faculty position are (1) substantially narrower in scope than described by Article III of the Faculty Code, and/or (2) are significantly different from the duties in Article III, and/or (3) are not such that the University can make a permanent, "hard money" commitment to the position. If reason (3) is the primary reason for originally designating a position non-tenure-accruing, then the position should be seriously considered for conversion to tenure-accruing after seven years, unless by Principle (3) above a School or College has a unique situation requiring continuance of the non-tenure-accruing designation.
5. Utilization of regular, non-tenure-accruing appointments should be for a defined, public purpose within the teaching, research, and service mission of a Department, College, or School. Reasons for such use should be made explicit by the unit, including criteria and processes for appointment, reappointment, and promotion. Salary policies and other perquisites should be made as explicit for the non-tenure-accruing positions as they are for the tenure-accruing positions. A conversion of a non-tenure-accruing to a tenure-accruing position shall be deemed the creation of a new position for which normal search procedures will be conducted. A holder of a non-tenure-accruing appointment should have the right to apply for the new position should it be converted to tenure-accruing status.
6. Emergency use of a non-tenure-accruing appointment in a way inconsistent with (4) and (5) above should not continue for more than one academic year beyond the academic year in which it occurs.
7. The University has legitimate needs for flexibility in its faculty resources, and these needs for flexibility will probably increase. This legitimate need for flexibility should not, however, result in an erosion of the tenure system or the principles of academic freedom that it serves.
8. The University's needs for flexibility may be served in a variety of ways other

than increasing the proportion of non-tenure-accruing to tenure-accruing appointments. These ways include (1) maintaining the highest academic standards for the awarding of tenure; (2) being sure that tenure is awarded only after the most careful and deliberate consideration; (3) increasing the attention paid to faculty development and renewal and the funding this requires; (4) making part-time appointments more materially attractive; and (5) enforcing more firmly the provisions of the Code that govern termination of faculty tenure for persistent failure to discharge one's faculty responsibilities.

9. Article X of the Faculty Code, "Rights, Privileges, and Resolution of Disputes under this Code," should be seen to apply equally to faculty members with non-tenure-accruing appointments as it does to faculty members with tenure and tenure-accruing appointments.
10. Appropriate Appointment, Promotion, and Tenure Committees at the Department and School levels should regard non-tenure-accruing full-time appointments as falling within their purview. They should play an active role in implementing these principles, especially with respect to maintaining a climate of fairness and collegiality within faculties composed of both tenure-accruing and non-tenure-accruing positions.
11. The Faculty Senate and the Vice President for Academic Affairs should periodically review trends and issues connected with non-tenure-accruing appointments, such as the evolution of new academic and quasi-academic faculty roles, experiments on other campuses with alternatives to the tenure system, and the impact of the abolition of the mandatory retirement age.

Special Committee on Utilization of Regular, Active-Status,
Non-Tenure-Accruing Appointments
January 23, 1991

February 18, 1991

TO: Faculty Senate

FROM: Special Committee on the Use of Regular, Active Status,
Non Tenure Accruing Faculty Appointments,
Prof. Peter Vaill, Chair *Peter Vaill*

SUBJ: Committee's Report to the Senate

Attached, phrased as a proposed Resolution, is the Special Committee's report to the Senate. In this present memorandum we are including some commentary on the various principles contained in the Resolution in order to make our reasoning a little clearer.

The idea of presenting our conclusions in the form of principles to guide utilization of the non-tenure-accruing (NTA) employment category emerged at the Committee's third meeting. It seemed to be an economical yet comprehensive way of presenting our thinking on the many facets of this question. The eleven principles are to be viewed as a system of interrelated ideas rather than as a cumulative argument. The order in which the principles are listed makes the most sense to the Committee (after considering some alternative orderings), but in the final analysis the order is rather arbitrary. At one time or another, any one of these principles could be of primary significance.

Here, then, are some more specific remarks on each principle:

Principle 1

This is the fundamental idea undergirding the Resolution - that tenured and tenure-accruing appointments are the primary employment category. The Code's list of responsibilities of full-time, active-status faculty is the most operational way of defining who ought to have a tenured or a tenure-accruing appointment. While the Committee found appropriate occasions for the use of NTA appointments as detailed in other principles in the Resolution, it also believed it important to reaffirm what faculty employment conditions warrant tenured and tenure-accruing appointments.

Principle 2

This principle addresses some of the possible uses of NTA appointments that the Committee believes are not in the interest of

the University or of faculty members holding them. The Committee did not find widespread departures from this principle, but it was raised both by faculty members and administrators as an area where questions arise. This principle is intended to settle at least some of the questions.

Principle 3

The Committee devoted a great deal of time to the various uses of NTA appointments by various Schools and Colleges. It found that systematic use of NTA appointments occurs in the Medical Center, the National Law Center, and in Columbian College in its English as a Foreign Language Program. In all these cases faculties and administrators are going about the use of this employment category with care and forethought. In all these units the Committee found ample justification for departing from Principle 1.

This principle tries to say clearly that various legitimate School and Department level needs for the NTA category will continue to arise and that any University-wide criteria should be framed with this variability and these local needs in mind.

Principle 4

The three criteria of Principle 4 are recommended after extensive discussion by the Committee. These three criteria define, in its judgment, the kinds of conditions that justify use of the NTA appointment category. A good example of criterion (1) is in the Medical Center where professors are employed full-time to participate in clinical delivery systems and precept students, but are not expected to perform scholarly research. Another example would be where a professor is employed only to teach and advise students from class, but is nevertheless full-time and required to possess full academic credentials.

Criterion (2) might apply to positions requiring full-time effort and full academic credentials which are yet substantially different than contemplated by the Code. Examples might be administration of a particular academic program, or full-time fundraising for particular academic activities.

The third criterion (3) grants that lack of "hard money" constitutes a legitimate use of the NTA category. However, the Committee felt such use should be qualified by some kind of "sunset" clause to protect the interests of incumbents, especially if in all other ways they are expected to meet all Code responsibilities of tenured and tenure-accruing appointments. The seven year suggestion is somewhat arbitrary - an attempt to balance individual and institutional needs and priorities.

Principle 5

The Committee sees this principle as very important and believes that much of the problem with NTA appointments can be avoided if these ideas are followed consistently. The Committee's perception is that the provisions of Principle 5, while not terribly controversial in and of themselves, are not yet conscious operating principles everywhere in the University. The Committee thinks that they should be.

The Committee realizes its position on salary policies is somewhat hollow, inasmuch as salary policy in general is not often explained in detail. But at least the NTA faculty should have whatever information everyone else has.

The idea that converting a position to tenure-accruing amounts to creating a new position follows from Principle 4 where in order to be an NTA position it should have been shown that the position was quite different. It is entirely possible that one who qualifies for the NTA position might not possess all the qualifications required when the position is redefined. On the other hand, no incumbent should be prevented from applying for the new position either.

Principle 6

This principle recognizes that unforeseen circumstances can occasionally force administrators to act contrary to one or more of these principles. It declares that exceptions to our NTA policies should be corrected expeditiously.

Principle 7

The need for flexibility is clearly seen in the Medical Center and in the National Law Center. The second sentence, however, does express the Committee's conviction and, it believes, the position held by the overwhelming majority of faculty.

Principle 8

The recommendations under this principle are straightforward except, possibly, for the fifth one regarding provisions in the Code for the termination of tenured appointments. The Committee's perception is that little use has been made of the provisions of the Code pertaining to such termination. The Committee believes that we need to study further the question of whether there should be greater continuing assessment of faculty competence, rather than assuming that tenured faculty are competent unless there is overwhelming evidence to the contrary. (One of the Senate

appointees to the Committee does not feel the Committee has discussed the matter enough yet to recommend what it does in the previous sentence.)

Principle 9

This principle is included because the Committee found at least two NTA faculty members who weren't sure but did not think they had the protection of Article X of the Code. The Committee believes that if there is doubt on this matter, it should be resolved; and further, that the protection of Article X should extend to faculty members in non-tenure-accruing appointments.

Principle 10

This principle is already in practice within the Medical Center; and the National Law Center has a Clinical Affairs Committee just for its NTA faculty. The Special Senate Committee believes that bringing NTA faculty within the peer review system throughout the University will contribute significantly to using this appointment category appropriately and avoiding some of the ambiguities of the past.

Principle 11

The Committee expects that faculty personnel policy nationwide will become increasingly dynamic as various economic, social, political, and technological changes impact higher education. It seems prudent to observe these trends closely while also continuing to operate our own NTA appointments as thoughtfully as possible.

Thank you for your consideration of these comments and of the accompanying Resolution.

The Committee:

Prof. Joseph L. Gastwirth

Prof. William R. Johnson

Prof. Douglas L. Jones

Prof. Marilyn Liebreinz-Himes

Dean Robert I. Keimowitz

Dean Robert W. Kenny

Associate Dean Teresa Schwartz

Associate Vice President Brunetta Wolfman

Prof. Peter B. Vaill, Chair

1989-90 FULL-TIME FACULTY AS OF 06/30/90
EXCLUDES AFFILIATED FACULTY

SCHOOL	TYPE OF APPOINTMENT												TOTAL	TOTAL	COMB. TOTAL
	TENURED		TEN-TRK NON-TEN		REG NON-TEN-TRACK		ADJUNCT	RESEARCH		VISITING					
	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE		FEMALE	MALE	FEMALE	MALE				
COLUMBIAN COLLEGE	38	167	20	33	25	20	0	1	8	12	12	96	240	336	
EDUCATION	12	17	4	1	10	5	0	0	2	6	2	32	27	59	
ELLIOTT SCHOOL	1	17	0	3	0	2	0	0	0	0	0	1	22	23	
ENGIN & APPLIED SCI	1	53	3	14	1	8	3	0	7	0	8	5	93	98	
GOVT & BUS ADM	8	57	4	18	1	7	0	0	0	2	9	15	71	106	
GRAD SCH IN ART & SC	0	3	0	0	4	3	0	0	0	0	1	4	7	11	
MEDICINE	26	143	11	37	42	58	0	6	9	0	1	85	248	333	
NATIONAL LAW CENTER	6	33	2	4	6	4	0	0	0	1	4	15	45	60	
UNIVERSITY	0	4	0	0	0	0	0	0	0	0	0	0	4	4	
TOTAL	92	494	44	110	89	107	3	7	26	21	37	253	777		
TOTAL	586		154		196		3	33		58		1030			
PREV. YEAR	590		156		192		4	25		44		1011			

MEMORANDUM

February 25, 1991

TO: Faculty Senate

FROM: Appointment, Salary and Promotion Policies (Including
Fringe Benefits) Committee *att*

The attached data presents faculty salaries as reported to the AAUP and, for 1990-91, to be published in Academe, April, 1991. Since these figures have not yet been published, they are still subject to revision.

The internal breakdowns by schools and colleges are given for all faculty at each rank, and for continuing faculty. Please note the percentage increases are quite different by school.

The detailed data was originally prepared by Ms. Peggys Cohen, Director of Institutional Research, and forwarded to the Committee by Vice President Roderick French. Additional analyses were performed by the ASPP Committee.

Besides the average salaries for the "market basket" schools listed on page one, comparisons with local universities are given on page two. The last page gives the distribution of ranks in the "market basket" schools.

Attachments

..... AVERAGE SALARY

2/22/91

FULL PROFESSOR

1990-1991	1989-1990	1988-1989	1987-1988	1986-1987
N Y U 76.2	GEORGETWN 72.3	CARN-MELL 67.0	GEORGETWN 64.3	GEORGETWN 60.9
CARN-MELL 76.1	N Y U 71.2	N Y U 66.5	CARN-MELL 63.4	CARN-MELL 60.1
DUKE 75.8	CARN-MELL 70.9	GEORGETWN 66.5	N Y U 62.5	N Y U 59.1
GEORGETWN 74.9	DUKE 70.6	DUKE 66.0	DUKE 62.2	DUKE 57.4
NOWESTERN 73.7	NOWESTERN 69.2	NOWESTERN 64.4	NOWESTERN 61.0	NOWESTERN 56.7
VANDERBLT 71.8	VANDERBLT 67.8	VANDERBLT 63.2	VANDERBLT 59.7	VANDERBLT 54.7
WASHINGTON 68.3	AMERICAN 63.4	EMORY 60.2	EMORY 56.7	<u>GEO WASH 52.6</u>
EMORY 68.0	EMORY 63.3	AMERICAN 59.6	<u>GEO WASH 56.1</u>	BRANDEIS 52.4
TUFTS 67.3	<u>GEO WASH 63.2</u>	BRANDEIS 59.4	<u>BRANDEIS 55.7</u>	TUFTS 51.2
AMERICAN 66.9	TUFTS 63.2	<u>GEO WASH 59.2</u>	TUFTS 55.5	WASHINGTON 51.2
BOSTON ****	BOSTON 62.7	BOSTON 59.2	WASHINGTON 55.3	AMERICAN 49.2
<u>GEO WASH 66.5</u>	WASHINGTON 62.5	TUFTS 59.0	BOSTON 54.9	BOSTON UNKN
BRANDEIS 63.6	BRANDEIS 61.9	WASHINGTON 58.2	AMERICAN 54.4	EMORY UNKN
AAUP 80 % 69.4	AAUP 80 % 65.2	AAUP 80 % 61.7	AAUP 80 % 58.1	AAPU 80 % 55.9
60 % 63.8	60 % 62.5	60 % 56.4	60 % 53.1	60 % 50.3

ASSOCIATE PROFESSOR

1990-1991	1989-1990	1988-1989	1987-1988	1986-1987
N Y U 52.0	CARN-MELL 49.3	CARN-MELL 46.9	GEORGETWN 43.8	GEORGETWN 41.7
DUKE 51.8	N Y U 49.0	N Y U 45.5	CARN-MELL 42.8	CARN-MELL 40.8
CARN-MELL 51.1	DUKE 48.4	GEORGETWN 45.2	DUKE 42.7	N Y U 40.8
NOWESTERN 51.1	GEORGETWN 47.6	DUKE 45.1	N Y U 42.4	DUKE 40.2
TUFTS 49.1	NOWESTERN 47.3	NOWESTERN 44.1	NOWESTERN 41.0	NOWESTERN 38.4
GEORGETWN 49.0	TUFTS 46.4	BOSTON 43.9	TUFTS 40.9	TUFTS 38.1
AMERICAN 48.4	AMERICAN 45.7	AMERICAN 43.4	BOSTON 40.9	<u>GEO WASH 37.9</u>
WASHINGTON 48.3	WASHINGTON 45.6	TUFTS 43.3	VANDERBLT 40.5	BRANDEIS 37.8
<u>GEO WASH 48.2</u>	<u>GEO WASH 45.4</u>	<u>GEO WASH 42.3</u>	<u>GEO WASH 40.4</u>	VANDERBLT 37.7
BOSTON ****	BOSTON 45.4	BRANDEIS 42.3	BRANDEIS 40.1	WASHINGTON 37.1
VANDERBLT 47.2	VANDERBLT 44.7	WASHINGTON 41.6	AMERICAN 39.8	AMERICAN 36.9
EMORY 46.3	BRANDEIS 44.5	VANDERBLT 41.2	EMORY 39.8	BOSTON UNKN
BRANDEIS 45.5	EMORY 44.1	EMORY 40.8	WASHINGTON 38.8	EMORY UNKN
AAUP 80 % 49.1	AAUP 80 % 46.9	AAUP 80 % 43.9	AAUP 80 % 41.0	AAUP 80 % 39.4
60 % 46.1	60 % 45.4	60 % 41.2	60 % 39.0	60 % 37.0

ASSISTANT PROFESSOR

1990-1991	1989-1990	1988-1989	1987-1988	1986-1987
CARN-MELL 46.1	CARN-MELL 43.5	CARN-MELL 40.5	CARN-MELL 37.8	CARN-MELL 36.1
N Y U 45.5	N Y U 42.0	NOWESTERN 38.9	N Y U 37.1	N Y U 34.5
NOWESTERN 44.2	NOWESTERN 41.7	N Y U 38.6	NOWESTERN 37.0	NOWESTERN 34.4
DUKE 43.5	DUKE 39.8	DUKE 37.0	DUKE 34.8	TUFTS 32.1
WASHINGTON 41.2	VANDERBLT 38.8	TUFTS 36.5	TUFTS 33.4	DUKE 32.0
TUFTS 41.1	TUFTS 38.8	AMERICAN 35.9	VANDERBLT 33.4	AMERICAN 31.0
AMERICAN 40.6	AMERICAN 38.2	VANDERBLT 35.5	AMERICAN 32.7	VANDERBLT 29.9
VANDERBLT 40.2	<u>GEO WASH 37.0</u>	<u>GEO WASH 34.7</u>	BOSTON 32.5	<u>GEO WASH 29.9</u>
<u>GEO WASH 39.0</u>	BRANDEIS 36.5	BRANDEIS 34.2	<u>GEO WASH 32.2</u>	WASHINGTON 29.7
BOSTON ****	WASHINGTON 36.4	BOSTON 33.9	BRANDEIS 32.2	GEORGETWN 29.6
EMORY 37.8	BOSTON 36.1	WASHINGTON 33.5	WASHINGTON 32.1	BRANDEIS 29.5
GEORGETWN 37.7	GEORGETWN 35.5	GEORGETWN 33.0	GEORGETWN 31.5	BOSTON UNKN
BRANDEIS 37.6	EMORY 34.5	EMORY 31.4	EMORY 28.5	EMORY UNKN
AAUP 80 % 40.4	AAUP 80 % 38.7	AAUP 80 % 36.4	AAUP 80 % 34.2	AAUP 80 % 32.9
60 % 38.6	60 % 37.6	60 % 34.5	60 % 32.4	60 % 30.6

..... AVERAGE SALARY LOCAL UNIVERSITIES

2/25/91

FULL PROFESSOR

1990-1991	1989-1990	1988-1989	1987-1988	1986-1987
GEORGETWN 74.9	GEORGETWN 72.3	GEORGETWN 66.5	GEORGETWN 64.3	GEORGETWN 60.9
GEO MASON 73.3	GEO MASON 70.2	GEO MASON 63.5	GEO MASON 57.2	U MD 52.8
U MD 69.1	U MD 65.1	U MD 60.5	GEO WASH 56.2	GEO WASH 52.6
AMERICAN 66.9	AMERICAN 63.4	AMERICAN 59.6	U MD 55.8	AMERICAN 49.2
GEO WASH 66.5	GEO WASH 63.2	GEO WASH 59.2	AMERICAN 54.4	GEO MASON 47.8

ASSOCIATE PROFESSOR

1990-1991	1989-1990	1988-1989	1987-1988	1986-1987
GEO MASON 49.8	GEO MASON 47.9	GEORGETWN 45.2	GEORGETWN 43.8	GEORGETWN 41.7
GEORGETWN 49.0	GEORGETWN 47.6	GEO MASON 43.9	GEO WASH 40.4	U MD 38.0
U MD 48.6	U MD 46.1	AMERICAN 43.4	U MD 39.9	GEO WASH 37.9
AMERICAN 48.4	AMERICAN 45.7	U MD 42.6	AMERICAN 39.8	AMERICAN 36.9
GEO WASH 48.2	GEO WASH 45.4	GEO WASH 42.3	GEO MASON 39.5	GEO MASON 36.3

ASSISTANT PROFESSOR

1990-1991	1989-1990	1988-1989	1987-1988	1986-1987
GEO MASON 41.2	GEO MASON 40.7	GEO MASON 36.8	GEO MASON 33.3	U MD 31.2
U MD 40.7	U MD 38.2	AMERICAN 35.9	AMERICAN 32.7	AMERICAN 31.0
AMERICAN 40.6	AMERICAN 38.2	U MD 35.6	U MD 32.7	GEO MASON 31.0
GEO WASH 39.0	GEO WASH 37.0	GEO WASH 34.7	GEO WASH 32.2	GEO WASH 29.9
GEORGETWN 37.7	GEORGETWN 35.5	GEORGETWN 33.0	GEORGETWN 31.5	GEORGETWN 29.6

1990-91 *Regular Faculty (Continuing and New)

	Professors			Assoc Professors			Asst Professors		
	1989-90	1990-91	% Chg	1989-90	1990-91	% Chg	1989-90	1990-91	% Chg
<u>Salary</u>									
Arts & Science	56,088	50,770	4.8%	40,923	43,177	5.5%	33,766	35,685	5.7%
Education	50,069	53,256	6.4%	36,016	38,263	6.2%	34,451	33,821	-1.8%
Elliott School	61,960	62,306	0.6%	45,234	47,651	5.3%	35,376	39,268	11.0%
Engineering	71,114	74,507	4.8%	52,045	56,509	8.6%	47,441	50,045	5.5%
Business & Public Mgt	61,620	64,885	5.3%	50,803	53,978	6.1%	49,463	53,345	7.8%
National Law Center	92,262	96,776	4.9%	65,740	72,905	10.9%			
Total	63,228	66,523	5.2%	45,306	48,248	6.3%	36,991	39,009	5.5%
Total \$	19,094,856	20,422,561	7.0%	6,898,672	7,478,440	8.4%	4,512,902	5,227,206	15.8%
<u>Distribution of Faculty</u>	N	N	%	N	N	%	N	N	%
Arts & Science	132	133	42.8	86	87	28.0	86	91	29.2
Education	26	27	57.5	7	9	19.1	7	11	23.4
Elliott School	12	10	50.0	6	6	30.0	3	4	20.0
Engineering	56	56	71.8	9	9	11.5	12	13	16.0
Business & Public Mgt	44	46	48.9	34	33	35.1	14	15	16.0
Subtotal	270	272	49.5	142	144	26.2	122	134	24.3
National Law Center	32	35	76.1	10	11	23.9	0	0	0.0
Total	302	307	51.5	152	155	26.0	122	134	22.5

1990-91 *Continuing Regular Faculty

	Professors			Assoc Professors			Asst Professors		
	1989-90	1990-91	% Chg	1989-90	1990-91	% Chg	1989-90	1990-91	% Chg
<u>Salary</u>									
Arts & Science	56,252	59,007	4.9%	40,614	42,921	5.7%	33,685	36,397	8.1%
Education	50,069	53,071	6.0%	35,611	37,891	6.4%	34,674	37,303	7.6%
Elliott School	57,936	61,118	5.5%	45,234	47,651	5.3%	35,376	38,690	9.4%
Engineering	70,524	74,608	5.9%	52,045	58,953	13.3%	47,441	50,674	6.8%
Business & Public Mgt	61,290	64,843	5.8%	50,810	54,306	6.9%	49,463	53,727	8.6%
National Law Center	92,262	96,786	4.9%	66,025	71,150	7.8%			
Total	63,063	66,420	5.3%	45,155	48,198	6.7%	37,041	40,002	8.0%
Total \$	17,972,955	18,929,700	5.3%	6,366,855	6,795,918	6.7%	4,370,838	4,720,236	8.0%
<u>Distribution of Faculty</u>									
Arts & Science	126	126		79	79		84	84	
Education	26	26		6	6		5	5	
Elliott School	9	9		6	6		3	3	
Engineering	51	51		9	9		12	12	
Business & Public Mgt	41	41		33	33		14	14	
Subtotal	253	253		133	133		118	118	
National Law Center	32	32		8	8		0	0	
Total	285	285		141	141		118	118	

1989-1990 FACULTY DISTRIBUTIONS BY RANKS

	SIZE OF FACULTY				PERCENTAGES		
	FULL	ASSOC	ASST	TOTAL	FULL	ASSOC	ASST
N Y U	524	317	239	1080	48.5%	29.4%	22.1%
NOWESTERN	423	212	229	864	49.0%	24.5%	26.5%
DUKE	318	151	134	603	52.7%	25.1%	22.2%
WASHINGTON	292	130	163	585	49.9%	22.2%	27.9%
VANDERBLT	259	170	156	585	44.0%	29.1%	26.6%
GEO WASH	302	152	122	576	52.4%	26.4%	21.2%
GEORGETWN	164	172	161	497	33.0%	34.6%	32.4%
CARN-MELL	217	129	136	482	45.0%	26.8%	28.2%
EMORY	170	138	123	431	39.4%	32.0%	28.6%
AMERICAN	171	93	136	400	42.8%	23.2%	34.0%
TUFTS	131	143	103	377	34.8%	37.9%	27.3%
BRANDEIS	148	62	51	261	56.7%	23.8%	19.5%
BOSTON	UNKN	UNKN	UNKN	UNKN	UNKN	UNKN	UNKN
TOTALS	3119	1869	1753	6741	46.3%	27.7%	26.0%